Joint Staff Officer Project

Agenda

- JQS Brief
- JSO Update
- JSO Way-Ahead

Joint Qualification System

Background

- 2007 NDAA, Sec. 516 requires SecDef to:
  - Establish a multi-level Joint Qualification System (JQS), augmenting the traditional JSO construct
  - The “traditional” JSO path (JMPE-II plus a 36 month JDA, waiverable down to 22 months for command/school) still exists
  - Ensure a systematic, progressive, career-long development of officers in joint matters, and ensure GO/FO have the requisite experience and education to be highly proficient in joint matters

- OSD(P&R) led the development of the JQS
  - Dr Chu signed the Implementation Plan (I-Plan) on 30 Mar 07
  - JS J-1 led the revision of CJCSI 1330.05, Joint Officer Management Program Procedures – dated 1 May 08
  - OSD(P&R) led the revision of DoDI 1300.19, DoD Joint Officer Management Program – dated 21 Aug 08

Qualification Levels

- The JQS I-Plan establishes a four-level, point-driven qualification system, as follows:
  - Level I: awarded upon joint certification of pre-commissioning and basic officer course completion
  - Level II: awarded upon completion of JPME I, accrual of 18 points (min. of 12 from experience), and certification by CJCS
  - Level III: awarded upon completion of JPME II (or AJPME for RC), accrual of 36 points (min. of 24 from experience), and certification by DoD; designated ***"Joint Qualified Officer (JQO)"***
  - Level IV: awarded upon completion of CAPSTONE, accrual of 60 points (min. of 48 from experience), and certification by

Experience points = Duration (months) * Environment Factor

Environment Factor = Steady State (1), Non-Combat (2), Combat (3)

Joint Exercise Points = Participant (1), Planner (2), Leader (3)

UNCLASSIFIED

The Joint Qualification System

TRADITIONAL PATH
S-JDA (JDAL)

- Statutory Tour Lengths
  - 36 month (O-6 & below)
  - 24 month (GFO)
- Tour Length Waivers Available
- JPME I & II / AJPME Required
  - JPME Waiver Available

Full Credit

Cumulative Credit

Converts to Pts

EXPERIENCE PATH
E-JDA

LEVEL I

+ 18 Points
& JPME I

LEVEL II

+ 18 Points
& JPME II/AJPME

TOTAL FORCE

JOINT QUALIFIED OFFICER (JQO)
[LEVEL III]

G/FO Full Joint Credit
& CAPSTONE (AC Only)

+ 24 Points
& CAPSTONE (AC Only)

LEVEL IV
(G/FO Only)

UNCLASSIFIED

Joint Individual Training Course Update

- To date, USJFCOM lists **281 active joint certified courses** as reported in the USJFCOM Joint Qualification Report, Fiscal Year 2010, 1st Quarter, dated 31 Dec 2009

- Example of several approved courses below:

Method	OPR	Crs Number	Crs Title	Hours	Pts	Certified
DL	Office of the Secretary of Defense (OSD)	J3OP-US260	Emergency Preparedness Response Course (EPRC)- Operator Short Course	3	0	3-Dec-09
DL	USJFCOM	J5OP-US351	JOPES Overview Course	2	0	30-Nov-09
IL	JFCOM/Joint Personnel Recovery Agency	PR301	Personnel Recovery Planning and Operations Course	80	1.5	30-Nov-09
IL	Defense Intelligence Agency	NA	Joint Military Counterintelligence Collection Course	230	2	30-Nov-09
DL	USNORTHCOM/Missile Defense Agency (MDA)	J3ST-US118	Ballistic Missile Defense Basic Course	2.5	0	28-Jul-09
IL	Joint Information Operations Warfare Command (JIOWC), Joint Electronic Warfare Center (JEWC)	NA	Joint Theater Electronic Warfare Operations Course (JTEWOC)	50.5	1	24-Jul-09

Joint Individual Training Point Update

- Course Point Assignments:
  - Points are awarded based on credit hours by task area:
    - <16 hours within a UJTL task area 0.0 points
    - 16-39 hours within a UJTL task area 0.5 points
    - 40-59 hours within a UJTL task area 1.0 points
    - 60-99 hours within a UJTL task area 1.5 points
    - 100+ hours within a UJTL task area 2.0 points

    Note: 2 points is the maximum award

Joint Exercises Update

- Requirement: Update running list of exercises quarterly
- Method: Pull Joint Exercise information from JTIMS
- Results
  - Prior quarter number of exercises since 9/11: ***786***
  - Number of Joint Exercises from 3rd QTR FY09: ***28***
  - Number of Joint Exercises from 4th QTR FY09: ***44***
  - Number of Joint Exercises from 1st QTR FY10: ***27***
  - New total: ***885***

Process

Information Input

1) DEG (Course)
2) JTIMS (Exercises)

Approval

1) J7
2) OSD P&R

Information Output

1) JKO
2) JS J1 (ATRRS)

"We need a more efficient process so the Service Member can track his JQO points"

Joint Officer Project

Significant Activity

- HASC
- Beta Test – Handbook and Smartcards
- Curriculum Inventory

Joint Staff Officer Project

Complete	Phase One	•Front End Analysis •Core Competencies Identified •Individual Training Approach Identified & Approved
Complete	Phase Two: ***Short-Term Solutions***	•Training Aids Developed (Handbook & Smart Cards) •COCOM Curriculum Inventory
In-progress	Phase Three: ***Mid-Term Solutions***	• Curriculum Design Architecture •101 Level Program Design/Development (General Skills/Knowledge) •201 Level Program Design/Development (COCOM-specific)
In-progress	Phase Four: ***Long-Term Solutions***	• Interface with Services •Interface with Interagencies •301 Level Program Design/Development

Competencies & Skills

individual competencies | competency models & development tools
joint | medical | air force | opm | navy | army | marines | coast guard | intell | lanl | irs | nasa
leadership succession | organizational principles | motivation
team building | other articles & pubs

http://leadership.au.af.mil/sls-skil.htm

• **Individual Competency Development Resources** [return to top]

For each competency area, there are links to related resources.

This list is not all inclusive, and it will continually evolve..

Self-Development

Lifelong Learning
Self Assessment
Values & Ethics
Reading
Professionalism
Military Theory
Leadership Theory

Thinking Skills

Critical Thinking
Creativity & Innovation
Argumentative Writing
Decision Making
Problem Solving

Communication Skills

Writing
Speaking
Listening
Interviewing
Cross-Cultural
Mediation & Facilitation
Media Relations
Nonverbals

Leading Organizations

Command & Control
Organizational Learning
Strategic Planning
Risk Management
Basic Process Improvement

Leading People

Combat Leadership
Counseling
Mentoring
Negotiation

Leading Transformation

Military Transformation
Lessons Learned
Future Studies
Strategic Planning
Creativity & Innovation
Innovation Adoption

Joint / DoD [return to top]

•Integrating Innovation, Leadership, and Cultural Change (local copy), Oct 2003 briefing by Garstka, Office of Force Transformation

oincludes emerging competencies

- ***Change Leader***
  - ▪Adapting to/managing/creating change
  - ▪Transformation
  - ▪Tolerance of others' views
  - ▪Implementation
  - ▪Leading with speed
  - ▪Communication skills
- ***Innovation***
  - ▪Entrepreneurship
  - ▪Creating of new knowledge
  - ▪Risk taking and management
  - ▪Adaptability
  - ▪Leveraging technology
- ***Leading People***
  - ▪Team builder
  - ▪Teamwork
  - ▪Cultural sensitivity
  - ▪Developing others
  - ▪Inspiring
- ***Personal Leadership***
  - Vision
  - Continuous learner
  - Self-awareness
  - Decisiveness
  - Courage
  - Aggressiveness
  - Honesty and integrity
  - Trust, loyalty, selflessness
  - Initiative
  - Energy and enthusiasm
- ***Results Driven***
  - Achievement oriented
  - Accountable
- ***Collaboration***
  - Building coalitions
  - Building consensus
  - Partnering
  - Building social networks
  - Taking the risk to step beyond own organization
- ***Problem Solving***
  - ▪Interdisciplinary
  - ▪Collaborative
  - ▪Cutting Gordian Knots
- ***Influence***
  - ▪Communications skills
  - ▪Negotiation skills
  - ▪Political acumen
- ***Strategic Thinking***
  - ▪Mental agility
  - ▪Analytical
  - ▪Critical thinking
  - ▪Holistic/systems thinking
  - ▪Synthesis
  - ▪Thinking across boundaries
  - ▪Cognitive understanding
  - ▪External

JS J7 Guidance

- Inventory COCOM Training Curriculum
- Inventory JKO Training
- Identify gaps and seams in COCOM and JKO training
- Has the elimination of CAS^3 affected the staff skills of the Army Officer Corp.

Bottom Line

After conducting a curriculum inventory across all COCOMs and JKO the existing curriculum is not sufficient to prepare AOs for duty in a Joint Command.

Curriculum Inventory

UNCLASSIFIED

Competency	% of available content in COCOMS and JKDDC
#1: Understands the role of a joint staff officer, and performs work requirements consistently at a high level of proficiency	30%
#2: Understands the organization and missions of the nine Combatant Commands	30%
#3: Exhibits joint and command-level mindset and knowledge and applies them to all work products and services	30%
#4: Highly knowledgeable of his/her Service organization, capabilities, and business practices	10% (competency primarily experience-based; training aids may be sufficient)
#5: Knowledgeable of authorities and legal requirements affecting the Combatant Commands	60-75%
#6: Knowledgeable of US Government Agencies (State Department, Justice, Department of Homeland Security, Department of the Treasury, etc.) and cognizant of their relationships with the Combatant Commands	50-60%
#7: Able to write, read, and conduct research at an advanced level appropriate for work in an executive environment	80% on basic writing skills; 0% on strategic level conducting research
#8: Uses well-developed strategic and higher order critical thinking skills for task assignments and problem solving	0%
#9: Exhibits excellent time management skills	5% (content probably exists in service programs)
#10: Able to communicate effectively at executive levels and across a diverse workforce	5%--little to nothing for collaborative communication skills
#11: Able to build constructive work relationships	5 to 10%
#12: Able to effectively manage and lead in a diverse work environment (civilians, contractors, Guard and Reserve, own and sister Services personnel, interagency and multinational personnel)	40 to 50%

Inventory COCOM/JKO Training

- Inventory by Competency
  - 6 competencies with between 50% and 80% content material
  - 3 competencies with between 20% and 40% content material no material
  - 6 competencies with 0% to 10%

Service Actions

- Marine Communication Guideline
- NGB: Policy, New JSO Course.
- Army G3 Request
- DHS

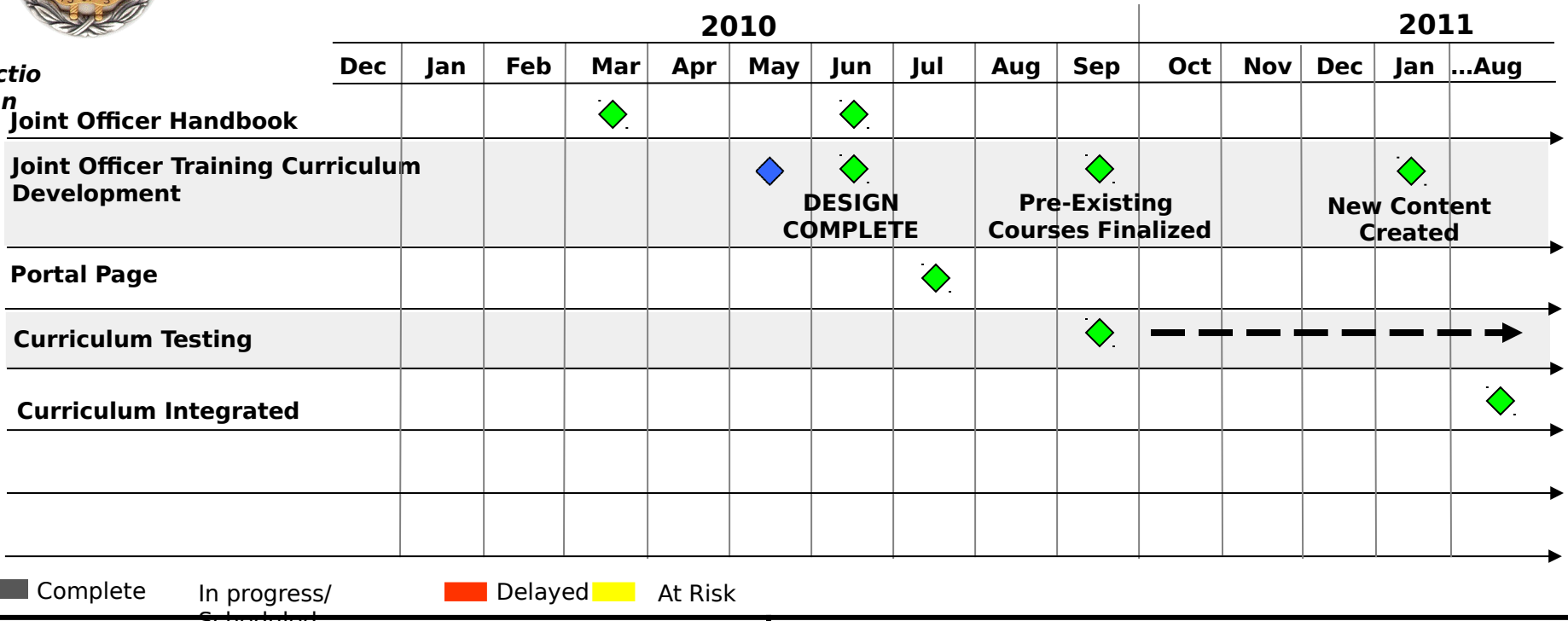
Army CAS^3 POI

Advance Sheets

- Joint Operations and Organizations
- Staff Officer Functions
- Military Briefings
- Military Writing
- Decision Making
- Problem Solving
- Meeting Management

The Way Ahead

Joint Officer Training



Milestones

- DEC 09 – Joint Officer Handbook Beta Test Complete
- JUNE 10 – Joint Officer Handbook Printing Complete and Distributed
- JUNE 10 – Curriculum Design Complete
- SEP 10 – Pre-Existing Courses Finalized
- SEP 10 – Alpha test Phase Begins – 2011
- JAN 11- New Content Created
- Aug 11 – Curriculum integrated throughout COCOM

Stake Holders

- COCOMS
- NGB

Questions